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The local brand representative in reseller networks

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ABSTRACT

This study investigates the characteristics of local individuals who represent a brand to its resellers by first conceptualizing these characteristics by employing complexity theory and then testing the conceptualization. This research revealed that four characteristics 'native', 'entrepreneurial', 'advisor', and 'compatible' are the main ones that influence reseller brand preferences. The study finds a link between reseller brand preference and reseller brand loyalty which is useful for managing business-to-business markets. The study closes with implications, limitations, and directions for future research.

1. Introduction

To gain competitive advantage, brands are increasingly becoming concerned with their relationships with resellers and are employing local representatives. Interactions between local individuals who represent the firm behind the brand and the reseller firm provide opportunities for highlighting commercial aspects of the brand, such as product pricing, product differentiation and brand experience, to the reseller (Gummesson, 1994). Local individuals representing brands use opportunities to promote the brand by building trust in the brand–reseller relationship (Christine, 2005; Libererman & Montgomery, 1988; Morgan & Hunt, 2002).

This practice has been regularly employed by brands in IT (Intel, HP, Microsoft), telecom (Samsung, Benq, Sony Ericsson) and pharma (Pfizer, Ranbaxy) that tend to push their products through large networks of resellers, retailers and pharmacists. Such local individuals representing firms have been termed brand ambassadors by Debling, de Chernatony, and Middleton (2002) and Gromark and Melin (2011) whereas they have been termed relationship promoters by authors such as Palmatier, Scheer, Houston, Evans, and Gopalakrishna (2007) and Walter and Gemunden (2000). This study investigates the characteristics of local individuals who represent a brand to its resellers. It does this by first conceptualizing these characteristics by employing complexity theory and then testing the conceptualization. The result is a scale of characteristics that can be used as an employee profile.

The literature fails to explain how these local brand representatives can drive reseller brand preferences by grounding them in the theory of rational choice from a utilitarian perspective which implies that the preferences of resellers as agents will depend upon their identification of means, ends, costs and benefits (Granovetter, 1985; Whitford, 2002). Previous research extends the viewpoint about this aspect of brand representatives from the viewpoint of the consumer, corporations (Chun & Davies, 2006), industrial organizations (Herbst & Merz, 2011) or the country of origin (Veloutsou & Taylor, 2012). However, this research has not considered the influence of the characteristics of individuals who represent a brand to a dynamic cluster of small and medium sized firms involved with brands as its resellers. This missing knowledge creates a gap that the authors have addressed using complexity theory and by synthesizing theories from different domains, such as the social, personality, brand management and business-to-business marketing literatures. One possible reason for this gap in the marketing literature is the focus of researchers on identifying tangible factors that will satisfy the rational needs of the resellers' (Christopher, 1996; Lindgreen & Wynstra, 2005). Thus, this study addresses what characteristics of the local brand representative lead to reseller brand preferences and loyalty?

Therefore, in order to precisely identify the characteristics of local brand representatives who can drive reseller brand preference, a scale was developed and empirically tested by the researchers using structure equation modeling techniques and fuzzyset qualitative comparative analysis (fsQCA) (Ragin, 2006, 2008). fsQCA helps the researchers to gain a rich perspective on the data when applied together with complexity theory (Leischnig & Kasper-Brauer, 2015; Leischnig &

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Kasper-Brauer, 2015; Mikalef, Pateli, Batenburg, & Wetering, 2015; Ordanini, Parasuraman, & Rubera, 2013; Pappas, Kourouthanassis, Giannakos, & Chrissikopoulos, 2015; Woodside, 2014; Wu, Yeh, & Woodside, 2014).

Drawing on the theory of rational choice, this paper proposes that the characteristics that attract resellers are leadership qualities, entrepreneurial nature, advisory skills, compatible attitude and charming personality. Also, this paper will identify those characteristics of a local brand representative, which influence resellers' brand preferences and ultimately build reseller brand loyalty. Additionally, the current study contributes to the existing literature on industrial branding which describes the management of reseller networks.

2. Literature review

The business and psychology literature links the characteristics of individuals representing firms with the success of the firm in the marketplace (Harris & Lee, 2004). Personality characteristics of individuals who represent organizations were discussed in the institutional context to explain the effect of their sharpness, reliability and meaningfulness. This study dealt in general terms with the perceptions of customers about the organization. The characteristics of individuals representing firms was also reviewed by Sujan (1986) who identified working hard for achieving goals and working intelligently for achieving success as essential characteristics for individuals who represent a firm to its customers.

Keller and Richey (2006) explained how perceptions of customer facing employees about their brand reflect upon its personality to the outside world. These authors identified values, words and actions demonstrated by representatives of the supplier firm as characteristics that build the corporate personality of a brand. Their research identified three dimensions, heart (passionate and compassionate), mind (creative and disciplined) and body (agile and collaborative), as the core dimensions of corporate brand personality that have two traits each and the authors suggested that their effect is interactive and multiplicative.

Chun and Davies (2006) systematically analyzed multi-group data collected for a large pool of personality traits that reflected the perceptions of customers and employees about two successful retail organizations. Their structural model revealed five characteristics, 'agreeable', 'enterprise', 'competence', 'chic' and 'ruthlessness', as ones that influence satisfaction and differentiation perceived by customers and employees. Using data collected from 1252 respondents, the authors demonstrated significant differences between different dimensions of personality that constituted their personality scale. Their findings showed that customer satisfaction will be high for firms that display characteristics like 'imaginative' and 'innovative', whereas firms that are perceived as 'reliable' and 'leading' will be regarded as competent in the marketplace.

Veloutsou and Taylor (2012) highlighted that there is no consistent view in business-to-business research about the characteristics of brands and brand representatives. Because the focus of their study was on nationality related concepts, the authors reviewed constructs like 'country of origin', 'country of design' and 'country of assembly' for investigating the extent to which the characteristics of the brand can influence the various actors involved in its supply chain. Personal interviews and focus groups conducted with professionals working in different positions in the supply chain of the industrial valve market were used to understand if intangible concepts of brand as a person can be applied to the business-to-business segment. Analysis of qualitative data indicated that brand as a person is a valid concept for the business-to-business segment as respondents referred to brand personality and brand nationality as characteristics of the brand.

Herbst and Merz (2011) validated Aaker's brand personality scale (1997) for industrial markets. The authors used qualitative data collected from individuals working for leading German industrial firms by asking them to describe characteristics of their company. Based on an analysis of 27 in-depth interviews and the content analysis of 18 mission statements of their firms, the researchers revealed a total of 78 traits. Six traits out of 78 such as rational thinkers, competent, trustworthy, problem-oriented and achievement-oriented were different from Aaker's (1997) scale for consumer brands. The authors identified 3 dimensions from this list i.e. performance, sensation and credibility and collected data through an online survey to establish them. The respondents of the survey were 117 practitioners from diverse industrial companies and 138 professionals who were alumni of two German universities. Analysis of this data helped investigators to reduce the 78 items to 31 items. Their findings revealed that Aaker's (1997) scale does not provide a suitable measurement scale for industrial markets. Engagement of respondents in the management, production, procurement, human resources and marketing functions revealed that different members of a buying center perceive different characteristics of the brand differently.

The literature indicates a consensus that the characteristics of individuals representing brands can drive reseller brand preferences (Herbst & Merz, 2011; Keller & Richey, 2006). Simultaneously, the literature also highlights familiarity as an important factor that drives the brand preferences of customers (Keller, 1993). Unfamiliarity of resellers with the brand that sells in multiple locations through multiple channels of sales can make reseller brand preferences very inelastic in nature because they seek rational benefits from the brand (Webster, 2000). Therefore, when an individual representing a brand develops a relationship and creates brand familiarity for the resellers, the individual can drive reseller brand preference (Webster & Keller, 2004). The authors thinking is consistent with the notion of relationship promoters by Palmatier et al. (2007) which suggests that a native relationship promoter can influence salient beliefs of business-to-business customers. Additionally, the current conceptualization of the personality characteristics of individuals representing brands to resellers embeds previous research on the personality characteristics of individuals representing brands and the nature of brand–reseller relationships (Chun & Davies, 2006; Davies & Chun, 2002; Glynn, 2004; Veloutsou & Taylor, 2012) into complexity theory as proposed by Woodside (2014). Thus, aa configuration of characteristics that a native individual has, who speaks a local language, understands local culture and knows the local community will be able to positively influence reseller brand preferences, leading to the following hypothesis:

Hypothesis 1. *A configuration of characteristics that form the personality of a native individual representing a brand will have a positive effect on reseller brand preference.*

The business-to-business literature emphasizes that the preference of buyer firms depends upon the congruency between personalities of the individuals representing the two firms because it helps the buyer firm to understand the seller firm (McFarland, Challagalla, & Shervani, 2006; Mende & Bolton, 2011; Rajagopal, 2009). Reseller firms are micro level small and medium sized entrepreneurial firms run by individuals who are rational, passionate and enterprising in nature (Jaouen & Lasch, 2013; Talebi, 2007). The challenges faced by them for growth in a competitive market are different from those encountered by established brands (Beverland, 2000). Mehta, Larsen, Rosenbloom, Mazur, and Polsa (2001) found that individuals representing established firms are more likely to receive cooperation from their agent firms when they are entrepreneurial in nature. In line with the argument made by Mehta et al. (2001) and Magrath and Hardy (1989), this paper claims that reseller firms will cooperate with a local individual who is competent and demonstrates a passion to facilitate the growth of the reseller firm in an enterprising manner. In order to enlighten and better recognize the relationships, a configural analysis of factors is more appropriate than an examination of individual causal factors (Pappas et al., 2015). Therefore, this study anticipates that the

entrepreneurial qualities of an individual representing a brand will positively influence the brand preferences of resellers. Hence, this posits that.

Hypothesis 2. *Entrepreneurial configurations in the personality of an individual representing a brand will have a positive effect on the brand preference of resellers.*

For increasing benefits to the business of a partner firm, Walter and Gemunden (2000) contend that individuals representing a seller firm should take up an advisory role by performing social tasks such as bringing the appropriate actors together. Simultaneously, commitment–trust theory that discusses building trust in a business-to-business relationship emphasizes an exchange that convinces both buyer and seller about the rational benefit they receive through the choices they make (Lindgreen & Wynstra, 2005). Therefore, it seems fair to argue that a local individual who represents the brand plays an advisory role by building trust through attempts that convince resellers to connect with appropriate actors and motivate them to initiate mutually beneficial exchanges. Therefore, it suggests that:

Hypothesis 3. *Advisory skills used by an individual representing a brand to configure his or her personality will have a positive effect on the brand preference of resellers.*

The buyer–seller relationship frame discussed by Dwyer, Schurr, and Oh (1987) suggests that a similarity of beliefs and values are significant as an integral component of personality for building compatibility between partners in an exchange based business relationship. Personality scales proposed by business researchers highlight characteristics such as 'agreeable' to be important determinant of compatibility (Chun & Davies, 2006). These concepts, when reviewed from the perspective of resellers who keep a very rational approach to the choices they make, reflect the importance of an in-depth understanding of the requirements of resellers, cooperation rendered and assurance provided by a local brand representative to the reseller. Therefore, it expects that:

Hypothesis 4. *A compatible attitude adopted by an individual who represents a brand to resellers, as a configuration of his or her personality will have a positive effect on the reseller's brand preference.*

The literature on brand personality for consumer markets (Aaker, 1997; Parker, 2009) and business markets (Chun & Davies, 2003; Herbst & Merz, 2011) has found that the symbolic use of a charming personality is important to drive the brand preferences of customers. Previous studies have also emphasized that although choices made by firms in business markets are rational, representatives of firms are individuals with emotions and feelings (Haytko, 2004). Wotruba (1991) further revealed that although buyer firms have a rational approach, their representatives like to deal with those individuals who are able to charm them. Considering the human side of individuals representing reseller firms, configurations also anticipate that representatives of reseller firms prefer to deal with those representatives of seller firms who are smart, cheerful and intelligent. Hence, this paper posits that:

Hypothesis 5. *The charming nature of an individual representing a brand to resellers, as his or her personality configuration will have a positive effect on reseller brand preferences.*

A study conducted by Webster and Keller (2004) created a roadmap for brand managers by conceptualizing how a firm that is able to weave its brand, consumers and resellers into its marketing strategy will be able to drive the brand preferences of its resellers towards brand loyalty. Other studies such as Day (1994), Srivastava, Shervani, and Fahey (1998),and Simpson, Siguaw, and Baker, 2001 have explained that the brand preferences of resellers are based on the demand created by the brand in the consumer market, the quality of its products and the support the brand provides to its resellers before and after the sale. Additionally, studies such as Brodie, Glynn, and Van Durme (2002) and Webster (1992) highlight the brand loyalty of resellers as an outcome of the promise that a brand makes to its resellers about the value it will create for the reseller firm. These arguments, in the context of this study, imply that based on assurances provided by a local individual who acts as a representative of the brand about the demand for its products, the support that the brand provides to its resellers and the quality of its products, resellers are able to assess the value which the brand can create for their business and evaluate its capability to promise growth for reseller firms. Thus, this study proposes that:

Hypothesis 6. *Configurations that lead the brand preference of resellers based on personality characteristics of individuals representing brands will have a positive influence on the brand loyalty of resellers.*

Apart from the influence of the 'native', 'entrepreneurial', 'advisor', 'compatible' and 'charming' characteristics of individuals representing brands on the brand preference for brand loyalty, it accounted for five more variables in the model by controlling the effect of unknown demographic factors that could be covariate in the model such as age, sex, education, experience and size of the firm of respondents (Fig. 1).

3. Research method

A mixed method approach was adopted to identify those characteristics of individuals representing brands that can drive reseller brand preferences (Churchill, 1979; Malhotra, Kim, & Agarwal, 2004). Firstly, in-depth interviews were performed and the data was analyzed. In the light of this analysis, a questionnaire was devised and a survey conducted. The data from this survey were analyzed using statistical methods.

To ensure content validity, qualitative interviews were conducted so that the relevance of 58 theoretically underpinned personality characteristics for individuals who represent a brand to its resellers could be examined (Spiggle, 1994). The research design called for a set of respondents from reseller firms who were dealing with representatives of manufacturers offering branded products (Churchill & Peter, 1984).

As the unit of analysis for the study was the reseller firm, the information technology industry provided an appropriate context for this research because branded IT products are being sold through a distribution model that consists of few distributors and multiple resellers in many countries (Barcikowski, 1981). To reduce any sample selection bias of researchers, informants were selected systematically from a reseller database provided by IT traders associations in three cities of India i.e. Delhi, Jaipur and Nagpur. Selected member firms of these associations were approached using the details of the contact person given in the database. These persons were requested to nominate an appropriate respondent for this research from their firm. Thereafter, the names provided by them were contacted through personal telephone calls inviting them to participate in this research. The authors offered each individual respondent the choice between a personal interview and taking part in a focus group. After telephone conversations with some potential respondents, the authors realized that it would be difficult to get them together in one place due to their busy schedules. Hence, this paper opted to conduct personal interviews with the respondents who agreed to participate in the current research.

During the interviews, these participants were asked to identify what characteristics of an individual representing a brand encourage them to prefer a brand. To explain the concept of characteristics of local individuals who represent the brand to interviewees, a few examples of brands based on the categorization suggested by Aaker (1997) were used by the interviewer like Intel as 'innovative', Samsung as 'bold' and Hewlett Packard as 'reliable'. These examples enabled participants to understand the questions being asked. The initial list of potential respondents consisted of 60 names which was 20 from each city. Of these, 23 were finally able to take time from their busy schedules for an interview with the researcher.

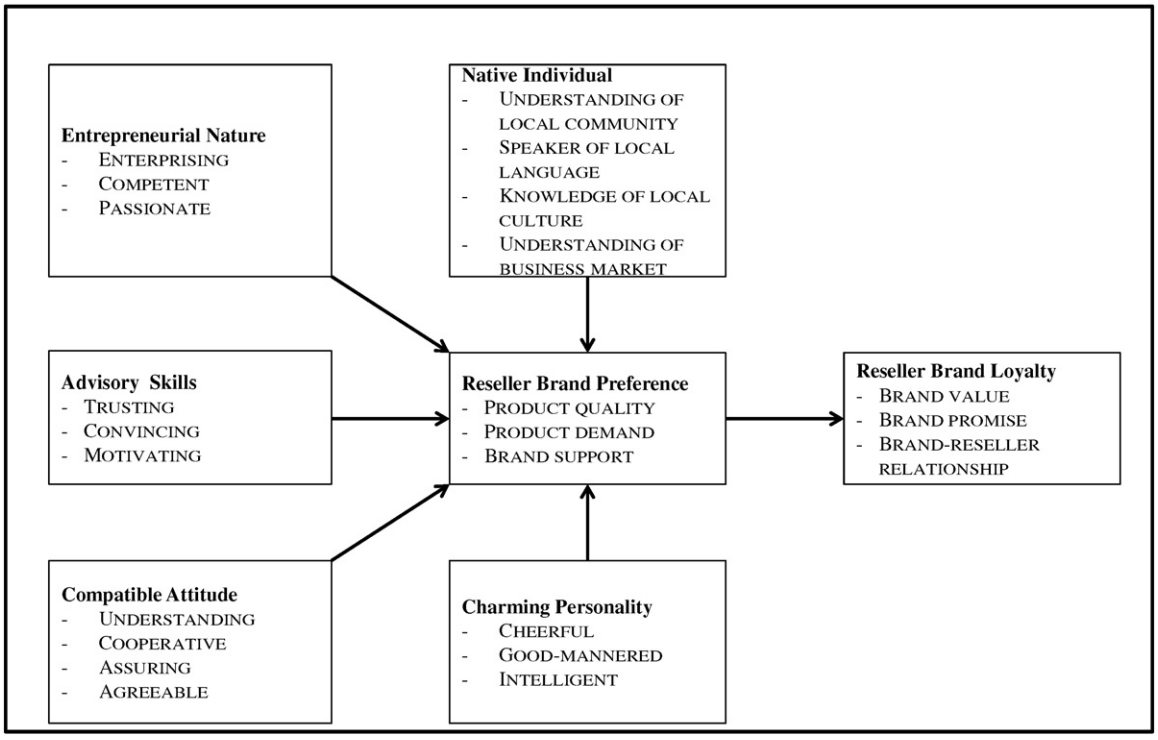

Fig. 1. Conceptual model.

A short explanation of the context of the research and a list of questions derived from the literature were constructed along with relevant examples. This document was sent to respondents in advance of the personal interview so that they were fully aware of them. All the questions mentioned in the guide were consistently asked of all the 23 respondents, although the sequence in which they were asked was kept flexible. The questions were designed to probe the characteristics of customer facing individuals, established in the business-to-consumer and business-to-business literature, in order to follow a comparison and elimination process. The interviews lasted approximately 30–45 min. In the cases of some respondents, the researcher could only take detailed notes because respondents were not comfortable with their interview being recorded. The responses were analyzed for assessing face validity of this research and, after analysis, a final list of 21 characteristics were identified as being appropriate for the quantitative stage.

Data collected during the interviews was converted into MS Word documents for a thematic analysis to discover patterns of characteristics of local brand representatives identified by respondents as causes of reseller brand preferences. Thematic analysis of the content revealed that the characteristics desired by resellers in a person who represents a brand were not similar to those desired by consumers of the brand. The data revealed themes like 'native individual', 'entrepreneurial nature', 'advisory skills', 'compatible attitude' and 'charming personality' as characteristics that drive reseller brand preferences.

A final list of characteristics was created which initially consisted of ones that this study had chosen based on the extant literature. This list was refined using the analysis of the qualitative data and a final list was used in the development of a questionnaire to be used as a research instrument. The factors used to describe a native individual chosen initially were that the representative should be a speaker of a local language, from Usunier and Shaner (2002), should have knowledge of local culture, from Alden, Steenkamp, and Batra (1999), and should be a member of the local business community, from Brand and Slater (2003). The three items that represent the construct of 'entrepreneurial' nature were taken from previous research. Research conducted by Williamson (1981) contributed the item 'enterprising', 'competence' was taken from Davies and Chun (2012) and 'passionate' from Krake (2005). 'Agreeable' was picked up as an indicator of 'compatible' attitude from Grewal, Comer, and Mehta (2001) and 'cooperative' from Silva and Alwi (2007).

To test the efficacy of the questionnaire, it was sent to a panel of academics and marketing research students and also to another set of respondents in reseller organizations. The feedback received from the two sets of auditors was supportive and a quantitative survey was carried out for the robustness of the results.

The questionnaires were sent to a total sample of 1600 resellers of international brands in the Indian IT industry. The respondents returned 713 questionnaires and 655 usable questionnaires were used for quantitative analysis. The resellers were asked to rate characteristics of an individual who represents a brand to them on a Likert scale ranging from 1 (totally disagree) to 7 (totally agree). This study compared the demographic details of respondents of the survey with the participants of the personal interviews and found that 56% of the respondents were males older than 30 years and hold a postgraduate certificate (79%) and up to 40 years of age with experience ranging from 5 to 17 years. The firm size of all the respondents was very small at 7 to 20 employees and their attributes were very similar indicating that nonresponse bias was not an issue.

4. Analysis and discussion

Items that emerged together from principal component analysis using varimax rotation represented latent variables with two data sets and the total data set. The appropriateness of factors identified and the accuracy of data collected using a minimum of three item measures was tested by assessing the value of Barlett's test which is considered to be significant when it is less than 0.05 and, in this case, the significance level (p-value) of Barlett's test of sphericity was found to be 0.000 for the dataset being used for this research. The reliability scores of factor loadings for the constructs and their items with two data set and total data set are given in Appendix 1. The value of Cronbach alpha for 'native' that included 'understanding of local community', 'speaker of local language', 'knowledge of local culture' and 'understanding of business

Table 1
Marketing innovation and competitiveness of reseller segments.

			Reseller brand preference (5 groups)				
			1–131	131–262	262–393	393–524	524–655
Entrepreneurial nature	Strongly disagree	Count	1	0	1	0	0
		% within ENC	50.0%	0.0%	100.0%	0.0%	0.0%
	Disagree	Count	1	0	0	1	1
		% within ENC	25.0%	0.0%	0.0%	25.0%	25.0%
	Somewhat disagree	Count	3	0	1	2	2
		% within ENC	75.0%	0.0%	100.0%	66.7%	66.7%
	Neutral	Count	6	5	1	7	7
		% within ENC	40.0%	27.8%	11.1%	36.8%	36.8%
	Somewhat agree	Count	5	5	4	4	4
		% within ENC	25.0%	21.7%	28.6%	19.0%	19.0%
	Agree	Count	6	14	22	7	7
		% within ENC	35.3%	45.2%	39.3%	33.3%	33.3%
	Strongly agree	Count	40	42	39	44	44
		% within ENC	58.0%	72.4%	78.0%	71.0%	71.0%

market' was 0.968. The dimension of 'entrepreneurial' that was constructed on three items 'enterprising', 'competent' and 'passionate' scored 0.918. The third dimension of 'advisor' also scored 0.962 as it was developed on three items namely 'trusting', 'convincing' and 'motivating'. The fourth dimension, 'compatible' also scored 0.964 based on four elements 'understanding', 'cooperative', 'assuring' and 'agreeable'. The fifth dimension of the scale 'charming', which consisted of three items 'cheerful', 'smart' and 'intelligent', scored 0.917. Reseller brand preference was measured through 'product quality', 'product demand', and 'brand support' and the scale showed a high degree of reliability, with a Cronbach's alpha of 0.929. Reseller brand loyalty was tested through 'brand value', 'brand promise', 'brand–reseller relationship', a coefficient alpha (0.969) that is greater than 0.70 is highly suitable for most research purposes (De Vaus, 2002; Foroudi, Melewar, & Gupta, 2014; Hair et al., 2006; Nunnally, 1978). Appendix 1 illustrates the scale items with mean values, along with descriptive statistics.

This study uses contrarian case analyses to confirm the significant numbers of cases which display relationships that are counter to a negative (or positive) main effect between two variables (Woodside, 2014). By employing contrarian case analysis the relationships can be recognized between the variables and the results can support the requirement to implement configural analysis for their description (Woodside, 2014; Wu et al., 2014). According to Woodside (2014) researchers usually ignore contrarian cases in most reports, specific in formulating theory, examining data and in predicting fit validity even though examining such cases is highly informative (p. 2496). In this study contrarian case analysis was used by generating quintiles on variables and by performing cross-tabulations using the quintiles. Table 1 is a cross of entrepreneurial nature and reseller brand preference evaluations.

This study also examined the predictive validity of the results. Predictive validity is significant since attaining only good model fit does not essentially mean that the model offers good predictions. The previous literature recommended that researchers should not report the fit validity findings only, they always should report predictive validity results from tests of models with holdout samples (Gigerenzer & Brighton, 2009; Woodside, 2013, 2014). In order to examine how well the model predicts the dependent variable in additional samples, this study split the sample into two subsamples randomly to test the predictive accuracy of the other (Woodside, 2014). The predictive examinations recommended that the highly consistent model for the subsample, which have high predictive abilities for the holdout sample. Multiple regressions were tested by cross-validation; the data was divided into two sets (Woodside, 2013). The results from using two of the research variables and their relations were used to test the randomly developed subsample (327 and 328) from the total data set and the average across the both data sets achieved a higher predictive accuracy (Appendix 2).

Based on valid and reliable measures this research estimated a measurement model before testing the hypotheses. To ensure that the interpretation of the structural relationships being investigated through a confirmatory factor analysis was appropriate, this study adopted the approach recommended by Gerbing and Anderson (1988) and assessed the model fit based on indices provided by AMOS output i.e. Comparative Fit Index (CFI > 0.9), incremental fit index (IFI > 0.9), Tucker–Lewis index (TLI > 0.9), Root Mean Square Error of Approximation (RMSEA > 0.06) and the Consistent Akaike Information Criterion with a small value (Bozdogan, 1987; Hu & Bentler, 1999; Malhotra et al., 2004; Steenkamp & Baumgartner, 2000). The measurement model estimated initially by us was not supported by the survey data. The analysis of first results revealed that the items used to test 'charming' did not load on the latent factor 'reseller brand preference' due to high modification indices. Therefore, the factor 'charming' with three items was completely dropped from the scale before CFA was performed again with the remaining items. The results revealed an improved fit with commonly accepted standards of data set 1 (327), data set 2 (328) and total data set (655), $\chi 2 = 788.144$, GFI = 0.910, CFI = 0.968, IFI = 0.968, TLI = 0.962, and RMSEA = 0.064. The fit of the refined measurement model was also used to review reliability, convergent validity and discriminant validity (Bagozzi & Yi, 1988). The composite reliability score (CR > 0.70) ranged from 0.87 to 0.93 and the score for average variance extracted (AVE > 0.50) ranged from 72 to 89. These scores were considered to be reliable and convergent validity scores were considered valid because they were above the cut-off level of 0.60 (Chin,

Table 2
Complex configurations indicating high reseller brand loyalty.

	Coverage		
	Raw coverage	Unique	Consistency
lqlp * lqll * lqlc * lqlk * age	0.343643	0.343643	0.999231
ene * enc * enp * age	0.344171	0.344171	0.998466
asc * asm * ases * age	0.345229	0.345229	0.998471
cau * cac * cas * cag * age	0.340999	0.340999	0.998452
cpi * cpm * cpc * age	0.345493	0.345493	0.998472
rbpq * rbpv * rbpp * age	0.323698	0.323698	0.993119
rbls * rblg * rblo * age	0.335139	0.335139	0.998463

Table 3
Structural Equation Model Result s from the both data sets and total data set.

Hypothesized relationships			Data set 1 (n = 325)					Data set 2 (n = 324)					Total data set (n = 649)				
			Estimate	S.E	C.R	p	Hypothesis	Estimate	S.E	C.R	p	Hypothesis	Estimate	S.E	C.R	p	Hypothesis
H1	Native individual	→ Reseller brand preference	.137	.055	2.497	.013	Supported	.135	.069	1.974	.048	Supported	.181	.051	3.543	***	Supported
H2	Entrepreneurial nature	→ Reseller brand preference	.178	.064	2.758	.006	Supported	.195	.065	3.006	.003	Supported	.189	.040	4.732	***	Supported
H3	Advisory skills	→ Reseller brand preference	.153	.050	3.052	.002	Supported	.249	.063	3.936	***	Supported	.113	.038	2.989	.003	Supported
H4	Compatible attitude	→ Reseller brand preference	−.031	.048	−.645	.519	Not-Supported	−.055	.059	−.927	.354	Not-supported	−.029	.037	−.785	.432	Not-supported
H5	Charming personality	→ Reseller brand preference	−.110	.053	−2.066	.039	Not-Supported	−.041	.091	−.445	.657	Not-supported	−.097	.055	−1.751	.080	Not-supported
H6	Reseller brand preference	→ Reseller brand loyalty	.508	.059	8.665	***	Supported	.500	.059	8.427	***	Supported	.317	.038	8.236	***	Supported

**p < 0.01, *p < 0.05.

Gopal, & Salisbury, 1997). The square root of the AVE was larger than the correlation coefficients ranging between 0.84 and 0.91, indicating discriminant validity of the scores (Bagozzi & Yi, 1988; Foroudi et al., 2014) (Appendix 1).

The mean, standard deviation, composite reliability, average variance extracted and correlation scores of all the items including the ones that were removed due to cross loading i.e. for 'charming personality', are provided in Appendix 1. The significant difference between correlation estimates and factor loadings demonstrated discriminant validity and indicated that the measurement model was appropriate for being tested as a structural model. Therefore, the structural model was tested by examining the scores for four factors, 'native', 'entrepreneurial', 'advisor' and 'compatible', by setting the correlation scores to 1 with three to four dimensions each (Campbell & Fiske, 1959). The structural model scores justified the fit criteria with scores for the results revealed an improved fit with commonly accepted standards of data set 1 (327), data set 2 (328) and total data set (655), $\chi 2$ (data set 1 = 924.391; data set 2 = 1172.335; total data set = 1911.099), CFI (data set 1 = 0.925; data set 2 = 0.902; total data set = 909), IFI (data set 1 = 0.925; data set 2 = 0.903; total data set = 0.909), TLI (data set 1 = 0.917; data set 2 = 0.891; total data set = 0.898), and RMSEA (data set 1 = 924.391; data set 2 = 1172.335; total data set = 0.104).

Next, this study examined the relationship between the characteristics of an individual representing a brand, reseller brand preference and reseller brand loyalty. Loadings between these revealed that 'native', 'entrepreneurial', 'advisor' and 'compatible' correlated with the reseller brand preference but the score of correlation was not supportive of the relationship between characteristics of an individual representing a brand and reseller brand loyalty.

The reseller brand preference was assessed using items related to 'product quality', 'product demand' and 'brand support'. These items were picked up from the study conducted by Glynn (2010) and their correlation scores were 0.612 (product quality), 0.538 (product demand) and 0.561 (brand support). This study examined the influence of reseller brand preference on reseller brand loyalty. Reseller brand loyalty was measured, based on Brodie, Glynn, and Little (2006), with three items 'brand value', 'brand promise' and 'brand–reseller relationship'. Correlation scores between reseller brand preference and reseller brand loyalty were 0.555 (brand–reseller relationship), 0.554 (brand value) and 0.573 (brand promise). These results suggested that the relationships being tested were statistically significant and that reseller brand preference is likely to increase reseller brand preference. The factor correlation matrix was examined from the revised measurement models. Appendix 3 includes the highly significant correlations between the research constructs, which result in multi-collinearity in regression analyses. However, there is no significant relationship between degree and any of constructs. Table 2 indicates the empirical significance of a configural solution as the overall consistency score 0.99 represents the acceptance consistency level. The results from the coverage show the proportion of cases, which are combined in the path that leads to high outcome scores.

After fit indices of the SEM analysis indicated the fit of the causal model with the data collected and explained the variance between variables, the analysis was adapted to create a more predictive model, and to create a more comprehensive model for the relationship between the research questions. This study examined the hypotheses and found that the factor 'native individual' had a positive effect on reseller brand preference (data set 1, $\gamma = .137$, t-value = 2.497; data set $\gamma = .135$, t-value = 1.974; total data set, $\gamma = .181$, t-value = 3.543) that supported the Hypothesis 1. The positive influence of 'entrepreneurial nature' on reseller brand preference (data set 1, $\gamma = .178$, t-value = 2.758; data set $\gamma = .195$, t-value = 3.006; total data set, $\gamma = .189$, t-value = 4.732) supported the Hypothesis 2. 'Advisory skills' were also reported as a contributory factor to reseller brand preference (data set 1, $\gamma = .153$, t-value = 3.052; data set $\gamma = .249$, t-value = 3.936; total data set, $\gamma = .113$, t-value = 2.989) thereby supporting

the Hypothesis 3. The score of 'compatible attitude' (data set 1, $\gamma = -.031$, t-value $= -.645$, $p = .519 > 0.05$; data set $\gamma = -.055$, t-value $= -.927$, $p = .354 > 0.05$; total data set, $\gamma = -.029$, t-value $= -.785$, $p = .432 > 0.05$) was not reflected in its ability to support reseller brand preference and Hypothesis 4 was rejected from all data sets. The concept of 'charming personality' had a negative effect on resellers brand preference (data set 1, $\gamma = -.110$, t-value $= -2.066$, $p = .039 > 0.05$; data set $\gamma = -.041$, t-value $= -.445$, $p = .657 > 0.05$; total data set, $\gamma = -.097$, t-value $= -1.751$, $p = .080 > 0.05$) thereby rejecting Hypothesis 5. The hypothesized model shows that the effect of reseller brand preference on reseller brand loyalty (data set 1, $\gamma = 0.508$, t-value $= 8.665$; data set $\gamma = .500$, t-value $= 8.427$; total data set, $\gamma = .317$, t-value $= 8.236$), was statistically significant and Hypothesis 6 was fully accepted. The results indicated that the characteristics identified by us for a local individual to represent a brand for reseller networks were highly consistent with the theory and past findings.

Next this research tested the mediation effect of reseller brand preference between characteristics of brand representative and reseller brand loyalty by adding a direct free path from the characteristics identified to brand loyalty (Table 3).

The influence of control variables on the context based factors, i.e. reseller brand preference and reseller brand loyalty, was also examined and scores for the industry experience of respondents and the size of the firm revealed that the causal model could be improved ($p < 0.001$). Particularly, the size of the firm was negatively related to reseller brand preference but positively related to reseller brand loyalty and the industry experience of respondents was positively related to reseller brand preference and negatively related to reseller brand loyalty. These results indicated that the larger the size of the reseller firm, the less will be the influence of the characteristics of the local brand representative on the reseller brand preference and the stronger will be the reseller brand loyalty. Simultaneously, these scores justified that the reseller representatives in senior posts are more likely to be driven by the characteristics scale developed by us but their long term loyalty cannot be predicted based on their preferences. Fig. 2 is a summary visual of key findings in the study.

Further to employing SEM, this study used fuzzy-set qualitative comparative analysis (fsQCA) to identify the possibility of causal patterns of two variables (independent and dependent) on a fuzzy scale (continuous) than on a dichotomous scale (binary) that lead to a consequence (Gunawan & Huarng, 2015; Woodside-Oriakhi, Lucas, & Beasley, 2011). In addition, by employing fsQCA, this study offers two types of configurations that contain essential and satisfactory conditions (Ragin, 2006, 2008). Pappas et al. (2015) recommend a configural analysis of factors as more suitable than an examination of individual causal factors which impact on the clarity and better understanding of the research constructs. In this study, QCA method in fsQCA software was used to test the alternative configurative models that explain the constructs rather than count on symmetric data analysis methods (correlations and multiple regressions). The empirical significance of a configural solution shows that the overall consistency score 0.92 represents the acceptance consistency level (Ragin, 2005).

5. Contributions to theory and management practice

This research seeks to identify those characteristics of a local brand representative that can influence reseller brand preferences and ultimately nurture reseller brand loyalty. Therefore, the study explores

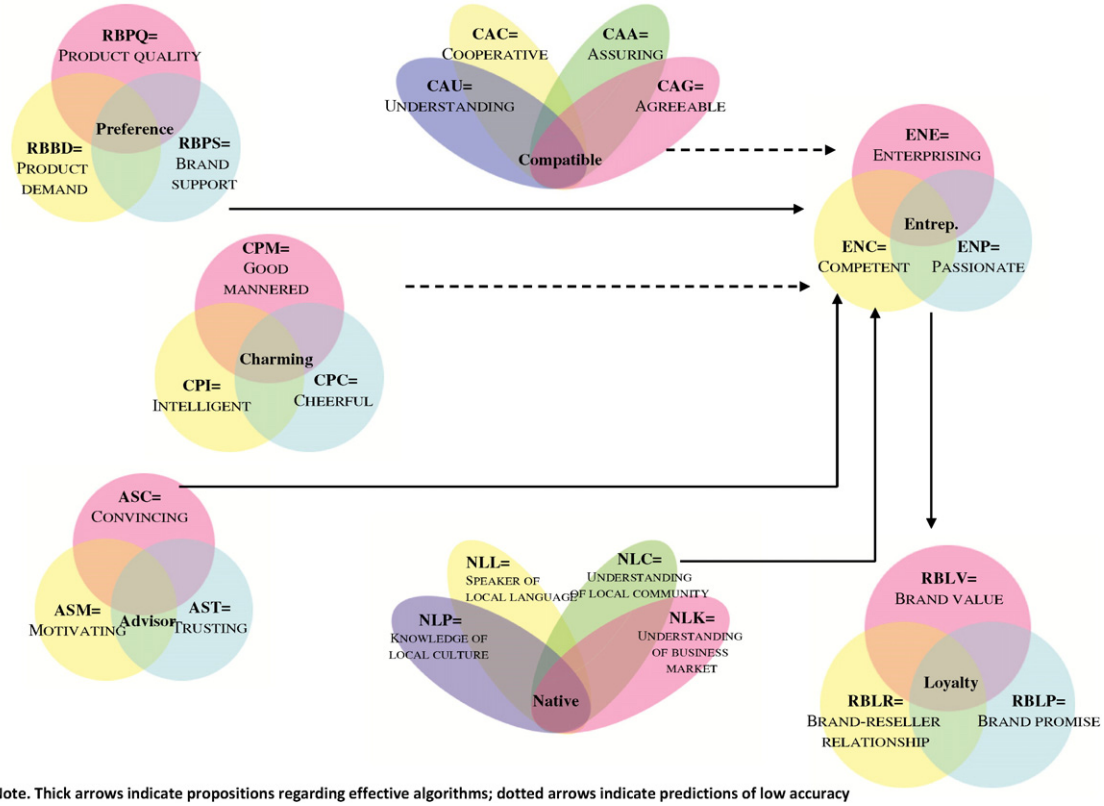

Fig. 2. Modeling multiple realities Note. Thick arrows indicate propositions regarding effective algorithms; dotted arrows indicate predictions of low accuracy.

and theoretically underpinned concepts of reseller brand preference, reseller brand loyalty, 'native individual', 'entrepreneurial nature', 'advisory skills', 'compatible attitude' and 'charming personality' as characteristics of local brand representatives. These concepts arise from the perspective of resellers who make rational choices based on an analysis of every transaction they perform. The results of the investigation reveal that the model predicted the characteristics desired by resellers in an individual representing a brand in the context of distribution networks. The SEM model justified the concept of characteristics of local brand representative through variance in reseller brand preference. Based on the results, this paper proposes that the theoretically underpinned concept of scale for characteristics of a local brand representative can enable brand managers to analyze the suitability or appropriateness of individuals before assigning them to reseller network management related duties for their brand.

This research has various implications. This research extends the boundaries of current academic research that integrates concepts from business-to-business marketing, branding and human resource management (e.g. Mudambi, 2002; Nielson, 1996; Palmatier, 2008; Lee & Grewal, 2004; Dwyer et al., 1987). The conceptual model draws upon transaction cost analysis and theory of rational choice to identify characteristics that resellers look for in an individual who represents a brand to them. This study has given a transactional cost perspective to the characteristics of individuals as the criterion variable that can fulfill expectations of resellers from a brand and drive their brand preference as an outcome variable. The findings indicate to practitioners that brand managers who focus only on ensuring a strong personality appeal in individuals who represent their brand cannot effectively manage reseller brand preference. Instead, this paper suggests that those representatives whose characteristics allow them to set the right expectations of the brand and assure resellers that their transactions with the brand will be beneficial can drive sales. Based on the assumption that the brand preferences of resellers are strongly rooted in the benefits they receive from the transactions they perform with the brand, the characteristics of the local brand representative scale can be generalized across various industry sectors like pharma, consumer durables and telecommunications.

This research indicates that further investigation is required in a number of areas. This paper did not examine the transition of real business channels to virtual ones. Considering the flexibility of the scale and the possibility for its applicability to various situations, future research should consider applying it to internet based and international marketing contexts. The authors believe that the research will also provide a base for international marketing researchers to examine other issues related to the framework, for example to culture. As this research has considered reseller brand preference and reseller brand loyalty as the outcome factors, future research should consider investigating the influence of the characteristics of individuals representing brands on brand equity or customer equity. The results of this paper will be important for future researchers to consider the complexity of the reseller networks of international brands that adopt a model of distribution for sales and branding theories for marketing their products.

6. Conclusion

The appropriate characteristics of individuals representing brands were identified from a review of the exiting literature using complexity theory. Individual level data collected from resellers was analyzed using configural analysis with fsQCA, multiple regression analysis and SEM. This study considers rational needs of resellers while identifying characteristics of individuals with references to the criteria based on which resellers make choices. This study identified characteristics that, if grouped into different sets reflect upon the needs of resellers. By formalizing the local brand representative characteristics scale, this study has contributed to the business-to-business branding literature. Use of this scale will help brand managers to efficiently manage reseller networks. However, this area of research will benefit from further investigation in terms of its application international application, critical evaluation or replication.

Appendix 1. Scale items with mean, standard deviation and standardized loading

Constructs	Items	Data set 1				Data set 2				Total data set							
		Cronb. alpha	Mean	SD	EFA final loading	Cronb. alpha	Mean	SD	EFA final loading	Cronb. alpha	Mean	SD	EFA final loading	Corrected item-total correl.	Average variance extracted	Construct reliability	Square root of ave
Native		0.965				0.971				0.968					70.46	0.91	0.84
	LQLP		5.7431	1.27074	.831		5.7591	1.27547	.797		5.7511	1.27217	.816	.720			
	LQLL		5.7401	1.29996	.840		5.7927	1.26817	.836		5.7664	1.28343	.839	.764			
	LQLC		5.7951	1.24987	.893		5.8506	1.23615	.869		5.8229	1.24238	.883	.727			
	LQLK		5.7706	1.31041	.867		5.8323	1.25103	.854		5.8015	1.28041	.863	.752			
Entrepreneurial		0.931				0.905				0.918					72.10	0.89	0.85
	ENE		6.1009	1.13731	.891		6.1524	1.08701	.866		6.1267	1.11185	.879	.552			
	ENC		5.9480	1.24600	.882		5.9970	1.19248	.851		5.9725	1.21880	.868	.623			
	ENP		5.7125	1.33727	.849		5.6128	1.29197	.830		5.6626	1.31472	.839	.565			
Advisor		.962				.966				0.964					73.57	0.89	0.86
	ASC		5.9297	1.22522	.847		5.9512	1.19277	.846		5.9405	1.20820	.846	.676			
	ASM		5.9174	1.28317	.851		6.0183	1.22897	.861		5.9679	1.25638	.857	.664			
	ASES		5.9541	1.28978	.862		6.0061	1.25859	.866		5.9802	1.27355	.865	.683			
Compatible		.940				.945				0.942					77.16	0.93	0.88
	CAU		5.3272	1.28701	.832		5.3384	1.24325	.857		5.3328	1.26433	.843	.557			
	CAC		5.3272	1.41420	.895		5.3872	1.33390	.874		5.3573	1.37385	.886	.558			
	CAS		5.2722	1.37548	.900		5.2500	1.27010	.879		5.2611	1.32279	.892	.567			
	CAG		5.2844	1.37076	.910		5.2530	1.30161	.903		5.2687	1.33565	.907	.607			
Charming		.923				.910				0.917					73.77	0.92	0.86
	CPI		5.5841	1.26714	.815		5.4512	1.21562	.865		5.5176	1.24244	.841	.563			

(continued on next page)

Appendix 1. (*continued*)

Constructs	Items	Data set 1				Data set 2				Total data set							
		Cronb. alpha	Mean	SD	EFA final loading	Cronb. alpha	Mean	SD	EFA final loading	Cronb. alpha	Mean	SD	EFA final loading	Corrected item-total correl.	Average variance extracted	Construct reliability	Square root of ave
	CPM		5.4526	1.22226	.933		5.3293	1.26157	.902		5.3908	1.24268	.916	.518			
	CPC		5.4618	1.18435	.905		5.2866	1.12934	.807		5.3740	1.15956	.862	.489			
Reseller brand preference		.945				.909				0.929					73.42	0.89	0.86
	RBPQ		5.8135	1.31488	.889		5.7378	1.19562	.834		5.7756	1.25618	.865	.612			
	RBPV		5.7034	1.42095	.899		5.5640	1.36431	.877		5.6336	1.39355	.888	.538			
	RBPP		5.9327	1.24649	.890		5.9024	1.13719	.859		5.9176	1.19219	.877	.561			
Reseller brand loyalty		.972				.965				0.969					82.30	0.93	0.91
	RBLS		6.0612	1.24188	.920		6.1921	1.17426	.918		6.1267	1.20934	.919	.555			
	RBLG		6.0459	1.24130	.934		6.1951	1.15670	.923		6.1206	1.20109	.929	.554			
	RBLO		5.9817	1.24572	.903		6.0915	1.15900	.880		6.0366	1.20341	.893	.573			

Appendix 2. Multiple regression analysis for two random samples

First Data set (n = 327)
Model summary

Model Summary[c]

R	R Square	Adjusted R Square	Std. Error of the Estimate
.544[a]	.296	.282	3.07389

a. Predictors: (Constant), TOTALRBP, TOTALCP, TOTALCA, TOTALEN, TOTALAS, TOTALLQL
b. Dependent Variable: TOTALRBL

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1268.811	6	211.468	22.380	.000[b]
Residual	3023.617	320	9.449		
Total	4292.428	326			

a. Dependent Variable: TOTALRBL
b. Predictors: (Constant), TOTALRBP, TOTALCP, TOTALCA, TOTALEN, TOTALAS, TOTALLQL

Coefficients[a]

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	6.875	1.182		5.817	.000
TOTALLQL	.145	.047	.196	3.119	.002
TOTALEN	.096	.058	.093	1.650	.100
TOTALAS	.350	.059	.354	5.920	.000
TOTALCA	.036	.038	.050	.937	.349
TOTALCP	-.070	.057	-.066	-1.210	.227
TOTALRBP	.017	.053	.018	.329	.743

a. Dependent Variable: TOTALRBP

Second data set (n = 328)
Model summary

Model Summary[c]

R	R Square	Adjusted R Square	Std. Error of the Estimate
.576[a]	.332	.320	2.78445

a. Predictors: (Constant), TOTALRBP, TOTALCP, TOTALCA, TOTALEN, TOTALAS, TOTALLQL
b. Dependent Variable: TOTALRBL

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1237.092	6	206.182	26.593	.000[b]
Residual	2488.758	321	7.753		
Total	3725.851	327			

a. Dependent Variable: TOTALRBL
b. Predictors: (Constant), TOTALRBP, TOTALCP, TOTALCA, TOTALEN, TOTALAS, TOTALLQL

Coefficients[a]

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	6.750	1.101		6.129	.000
TOTALLQ	.088	.046	.125	1.892	.059
TOTALEN	.152	.056	.148	2.695	.007
TOTALAS	.385	.055	.406	6.973	.000
TOTALCA	.037	.039	.052	.951	.342
TOTALCP	-.043	.056	-.042	-.760	.448
TOTALRBP	-.001	.054	-.001	-.023	.982

a. Dependent Variable: TOTALRBP

Appendix 3. Estimated factor correlation matrix from the revised measurement models

	Age	Degree	Gender	LQLP	LQLL	LQLC	LQLK	ENE	ENC	ENP	ASC	ASM	ASES
Age	1	−.144*	−.075	.186*	.199*	.174*	.178*	.024	.077**	.046	.079**	.075	.062
Degree	−.144*	1	.064	−.158*	−.178*	−.164*	−.161*	−.087**	−.102*	.013	−.078**	−.031	−.053
Gender	−.075	.064	1	−.017	.022	.001	.005	.034	.026	.004	−.056	−.018	−.026
Native individual													
LQLP	.186*	−.158*	−.017	1	.845*	.858*	.829*	.298*	.423*	.336*	.526*	.493*	.524*
LQLL	.199*	−.178*	.022	.845*	1	.905*	.920*	.326*	.439*	.357*	.519*	.523*	.536*
LQLC	.174*	−.164*	.001	.858*	.905*	1	.946*	.292*	.403*	.314*	.492*	.470*	.513*
LQLK	.178*	−.161*	.005	.829*	.920*	.946*	1	.343*	.454*	.340*	.513*	.490*	.530*
Entrepreneurial nature													
ENE	.024	−.087**	.034	.298*	.326*	.292*	.343*	1	.853*	.745*	.377*	.365*	.370*
ENC	.077**	−.102*	.026	.423*	.439*	.403*	.454*	.853*	1	.790*	.443*	.425*	.443*
ENP	.046	.013	.004	.336*	.357*	.314*	.340*	.745*	.790*	1	.367*	.349*	.352*
Advisory skills													
ASC	.079**	−.078**	−.056	.526*	.519*	.492*	.513*	.377*	.443*	.367*	1	.861*	.892*
ASM	.075	−.031	−.018	.493*	.523*	.470*	.490*	.365*	.425*	.349*	.861*	1	.942*
ASES	.062	−.053	−.026	.524*	.536*	.513*	.530*	.370*	.443*	.352*	.892*	.942*	1
Compatible attitude													
CAU	.064	−.076	−.019	.378*	.402*	.343*	.386*	.330*	.331*	.290*	.306*	.270*	.288*
CAC	.066	−.119*	−.074	.360*	.390*	.348*	.377*	.303*	.343*	.286*	.302*	.236*	.254*
CAS	.105*	−.111*	−.045	.363*	.405*	.356*	.393*	.329*	.356*	.317*	.293*	.228*	.254*
CAG	.085**	−.064	−.019	.401*	.438*	.385*	.423*	.335*	.363*	.322*	.312*	.261*	.276*
Charming personality													
CPI	.066	−.036	.015	.431*	.492*	.483*	.475*	.271*	.310*	.358*	.374*	.311*	.348*
CPM	.099**	−.050	.019	.412*	.455*	.448*	.444*	.230*	.258*	.324*	.306*	.266*	.296*
CPC	.085**	.031	.045	.393*	.430*	.424*	.423*	.178*	.207*	.304*	.291*	.270*	.292*
Reseller brand preference													
RBPQ	.016	.016	.024	.418*	.453*	.435*	.435*	.356*	.401*	.354*	.422*	.477*	.458*
RBPV	−.009	.056	.016	.380*	.389*	.394*	.398*	.312*	.337*	.336*	.315*	.332*	.311*
RBPP	−.009	.042	.053	.334*	.373*	.360*	.374*	.383*	.387*	.336*	.385*	.409*	.398*
Reseller brand loyalty													
RBLS	.033	−.042	.016	.405*	.399*	.370*	.382*	.316*	.328*	.336*	.433*	.514*	.502*
RBLG	.050	−.061	.035	.400*	.406*	.374*	.385*	.310*	.327*	.331*	.420*	.504*	.494*
RBLO	.028	−.061	−.014	.396*	.398*	.370*	.382*	.291*	.296*	.321*	.489*	.518*	.506*

* Correlation is significant at the 0.01 level (2 tailed).
** Correlation is significant at the 0.05 level (2 tailed).

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Appendix 1. (*continued*)

CAU	CAC	CAS	CAG	CPI	CPM	CPC	RBPQ	RBPV	RBPP	RBLS	RBLG	RBLO
.064	.066	.105*	.085**	.066	.099**	.085**	.016	−.009	−.009	.033	.050	.028
−.076	−.119*	−.111*	−.064	−.036	−.050	.031	.016	.056	.042	−.042	−.061	−.061
−.019	−.074	−.045	−.019	.015	.019	.045	.024	.016	.053	.016	.035	−.014
.378*	.360*	.363*	.401*	.431*	.412*	.393*	.418*	.380*	.334*	.405*	.400*	.396*
.402*	.390*	.405*	.438*	.492*	.455*	.430*	.453*	.389*	.373*	.399*	.406*	.398*
.343*	.348*	.356*	.385*	.483*	.448*	.424*	.435*	.394*	.360*	.370*	.374*	.370*
.386*	.377*	.393*	.423*	.475*	.444*	.423*	.435*	.398*	.374*	.382*	.385*	.382*
.330*	.303*	.329*	.335*	.271*	.230*	.178*	.356*	.312*	.383*	.316*	.310*	.291*
.331*	.343*	.356*	.363*	.310*	.258*	.207*	.401*	.337*	.387*	.328*	.327*	.296*
.290*	.286*	.317*	.322*	.358*	.324*	.304*	.354*	.336*	.336*	.336*	.331*	.321*
.306*	.302*	.293*	.312*	.374*	.306*	.291*	.422*	.315*	.385*	.433*	.420*	.489*
.270*	.236*	.228*	.261*	.311*	.266*	.270*	.477*	.332*	.409*	.514*	.504*	.518*
.288*	.254*	.254*	.276*	.348*	.296*	.292*	.458*	.311*	.398*	.502*	.494*	.506*
1	.733*	.730*	.813*	.253*	.277*	.225**	.293*	.252*	.242*	.249*	.249*	.249*
.733*	1	.827*	.836*	.285*	.274*	.234*	.278*	.276*	.284*	.229*	.213*	.258*
.730*	.827*	1	.873*	.300*	.275*	.244*	.290*	.280*	.257*	.214*	.208*	.230*
.813*	.836*	.873*	1	.332*	.308*	.282*	.308*	.281*	.277*	.244*	.248*	.267*
.253*	.285*	.300*	.332*	1	.849*	.690*	.265*	.302*	.253*	.214*	.238*	.257*
.277*	.274*	.275*	.308*	.849*	1	.817*	.226*	.285*	.208*	.149*	.163*	.200*
.225*	.234*	.244*	.282*	.690*	.817*	1	.263*	.350*	.247*	.131*	.130*	.194*
.293*	.278*	.290*	.308*	.265*	.226*	.263*	1	.827*	.831*	.304*	.298*	.330*
.252*	.276*	.280*	.281*	.302*	.285*	.350*	.827*	1	.797*	.194*	.184*	.217*
.242*	.284*	.257*	.277*	.253*	.208*	.247*	.831*	.797*	1	.278*	.279*	.311*
.249*	.229*	.214*	.244*	.214*	.149*	.131*	.304*	.194*	.278*	1	.952*	.885*
.249*	.213*	.208*	.248*	.238*	.163*	.130*	.298*	.184*	.279*	.952*	1	.901*
.249*	.258*	.230*	.267*	.257*	.200*	.194*	.330*	.217*	.311*	.885*	.901**	1

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